

Concordia University  
Council of the John Molson School of Business  
Minutes of the Council meeting held  
February 18, 2005

- Present: J. Tomberlin (Chair)  
S. Ahsan (Econ.), K. Argheyd (Mana.), O. Bodur (Mktg.), J. Beaudoin (SGS), H. Bhabra (Fina.)  
B. K. Buyukkurt (Mktg.), A.-M. Croteau (DS&MIS), S. Danaie (Facilities), P. Delaney (Acco.),  
M. Elmosaly (CASA), M. Genova (Staff) A. Goussous (CGSA), B. Hatto (CASA, S. Hoffman  
(Lib.), A. B. Ibrahim (Assoc. Dean), G. Kanaan (Assoc. Dean), D. Kira (DS&MIS), R. Knitter  
(Mana.), L. Laframboise (DS&MIS), S. Mustafa (Acco.), M. Perugini (CASA), I. Rakita (Fina.),  
J. Riven (Mana.), L. Rosenthal (CASA), B. Sarmiento II (CASA), M. Sharma (DS&MIS),  
J. St-Germain (CASA)
- Absent with  
Regret: C. Barry (CASA), S. Betton (Fina.), S.Brutus (Mana.), D. Cameron (Mana.), B. Campbell (Econ.),  
T. Chirimar (CASA), B. Desai (Comp. Sci.), D. Doreen (DS&MIS), M. El-Chafehi (CGSA),  
A. Fagnoli (Reg.), K. Fiddler (Staff), J. Freed (Fina.), E. Gatbonton (TESL), K. Gheyara (Acco.),  
M. Islam (Acco.), L. Katsanis (Mktg.), G. Lowenfeld (Acco.), F. Lowy (Pres.), J. McGuire  
(Mana.), M. Magnan (Assoc. Dean), R. J. Oppenheimer (Mana.), S. Perrakis (Fina.), M. Singer  
(VP&P,AA)

- I Call to Order  
The meeting was called to order at 9:35 a.m.

- II Closed Meeting

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- III Open Meeting

- IV Approval of Agenda - JMSB-2005-02A  
*It was moved by M. Sharma and seconded by A.-M. Croteau that Council approve the agenda as presented*  
*The motion was carried unanimously.*

- V Approval of the Minutes - JMSB-2005-01M  
*It was moved by M. Sharma and seconded by A.-M. Croteau that Council approve the minutes of the*  
*meeting held January 21, 2005 as presented* *The motion was carried unanimously.*

- VI Chair's Report and Question Period  
J. Tomberlin congratulated the JMSB team for earning first place at the 4<sup>th</sup> Annual Undergraduate National Case Competition and thanked the primary coaches, N. Shawwa and A. Goussous, for their contribution to their success. He reported that the Steering Committee of Council has chosen to follow the conduct of Senate with regard to speaking privileges. The committee unanimously adopted a motion that stipulates that future speaking privileges granted by the JMSB Council will be restricted to a specific topic and the speaker would be confined to providing information on that topic without entering into debate.

With regard to the new JMSB building, J. Tomberlin advised that to date there has been no firm commitment from the provincial government to a specific amount of funding for the building. Alternate means of funding have been considered however the senior administration is reluctant to pursue this model

fearing the loss of a \$40M - \$60M contribution from the government. The President and the Provost and Vice-President, Academic Affairs recognize the need for the building inasmuch as the current space is 50% below the norms. There is added pressure to move ahead owing to the condition in the agreement with the Molson Foundation to begin construction no later than the fifth anniversary of the date of the payment of the first installment of the donation.

VII Elections

VIII Business Arising from Previous Meeting

As a follow-up to discussion at the January meeting of Council, A. B. Ibrahim proposed the following notice of motion for consideration at the March meeting: In light of concerns about the governance of JMSB Centres, Council recommends the immediate establishment of a Task Force as part of the Strategic Plan to develop a mechanism for the governance of JMSB Centres and Programs and to report back to Council.

- i) Entrepreneurship Institute for the Development of Minority Communities (EIDMC) annual report – JMSB-2004-09A-12 (15 minutes)

*It was moved by M. Sharma and seconded by A.-M. Croteau that Council grant speaking privileges to Clarence Bayne, Director of the Entrepreneurship Institute for the Development of Minority Communities.*  
*The motion was carried unanimously.*

*It was moved by B. Ibrahim and seconded by J. Riven that Council accept the report of the Entrepreneurship Institute for the Development of Minority Communities.*  
*The motion was carried unanimously.*

- ii) CASA Report – JMSB-2004-09A-08, JMSB-2005-01A-01, JMSB-2005-02A-02  
 The CASA Reports were received. M. Perugini advised that the CASA reports are full of good news about our students either winning competitions or making the finals. She thanked the faculty for their strong support and invited faculty members who were interested in coaching or helping out with the competitions to contact her or M. Haber.

- iii) JMSB Strategic Plan – JMSB-2004-07A-13 and Concordia: Canada's University for the 21<sup>st</sup> Century (SCAPP 2004-3-D1) JMSB-2004-07A-06 (90 minutes)  
 J. Tomberlin reported that he had just met with the Strategic Plan subcommittee of the JMSB Advisory Board and advised that several members of the Board were interested in participating on the Task Force for the Vision, the Mission and Core Values and Core Competencies, the Task Force for Effective Management and Control of Programs, the discussions regarding JMSB relationships with the business community and the alumni, and the strategy for executing a fully integrated marketing communications plan for the JMSB. The Strategic Plan subcommittee requested a proposal for the time commitment for the Task Forces for the next meeting of the Advisory Board on March 8<sup>th</sup>.

J. Tomberlin remarked that the feedback on the proposed plan indicated that there was no disagreement with the issues identified. Criticism focused on items that were not addressed. Consequently the establishment of parallel Task Forces can begin. Referring to the Strategic Plan, document JMSB-2004-07A-13, he advised that the four Task Forces to be struck are: (i) the Task Force to revise the Vision and Mission Statement and the Development of Core Values and Core Competencies, (ii) the Task Force for the more Effective and Innovative Development of Management and Control of Programs and Centres as proposed by the notice of motion, (iii) the Task Force for more Effective and Efficient Teaching that incorporates plans for the technology in the new JMSB building, (iv) the Task Force to Enhance the Research Mentality of the JMSB - B. Ibrahim has agreed to strike this Task Force to begin work.

With regard to other activities noted in the plan, he and M. Magnan will work on a review of JMSB relationships with external communities and M. Magnan will oversee the hire of a Director of Marketing and Communications with the mandate to build and continuously execute a fully integrated marketing and communications plan for the JMSB. He advised that P. L. Kelley was working to ensure sound finances and sound financial management and some staff changes are also underway. With regard to the draft organizational chart and the objective of having the right people in the right jobs, he reported that B. Ibrahim has replaced D. Morin as Associate Dean, Graduate Programs, Research and Program Evaluation, P. L. Kelley has been appointed Executive Director, Administration and Human Resources for a period of two and a half years. An announcement regarding the appointment of the Acting Director, Finance and Budget will be made shortly. With regard to the proposed position for a Chief Operating Officer, he advised that the position would be inappropriate in our university system where Deans play a more significant role in the senior administration than in other universities where there are often seven or eight Faculties. He agreed to bring a summary and update on the Strategic Plan to the next meeting of Council.

J. Tomberlin agreed that research be incorporated in the Vision and Mission statement. He summarized the main criticisms of the Vision and Mission Statements which included: lacking inspiration, no reference to research or getting jobs for students, and not distinguishing the JMSB from competitors. He stated that the challenge is to encapsulate the essence of JMSB strengths and goals in two or three catchy lines that everyone will remember.

On behalf of K. Fiddler, M. Genova reported that at a recent staff meeting recommendations had been developed to be incorporated in the Strategic Plan to ensure that staff plays a partnership role in the JMSB working environment. In keeping with the notion of the right people in the right jobs/task forces, a compilation of staff expertise and interests will be developed.

D. Kira reported that the DS&MIS Department would like to see more emphasis on IT in the plan and inquired about the CIO position. J. Tomberlin advised that the position was still under consideration.

In reply to a question about the time line, J. Tomberlin advised that the Strategic Plan is a plan-to-plan and like all strategic plans, it is not fixed. The difference between this strategic plan and the last one is that the plan is not followed for five years and put aside. We would adopt a five-year plan that would be reviewed and appropriately adjusted every year. As Task Forces report, their recommendations would be incorporated into policy and business operations and issues identified would be added to the plan. Ideally Council would adopt this plan-to-plan and the Task Forces will have begun their work by the end of this academic year.

J. Tomberlin agreed with the suggestion of introducing research at the undergraduate level, a step that would enhance our students' educational experience and improve the research mentality in the JMSB. In response to a question about the selection of Task Force members, he advised that some were being recruited by the Chairs and others by their willingness to assume responsibilities. An update of the composition and mandates of the Task Forces will be available at the next meeting of Council. He further agreed that timeliness and coordination of the work of the Task Forces are critical to this process noting that at the same time, the regular processes of the Faculty in terms of program review and curriculum revision must continue. It is essential that the revision of the undergraduate curriculum and the MBA curriculum not wait upon the strategic planning process.

In response to a comment that strategic plans were supposed to be top-down communications as opposed to the bottom-up communication used in the development of this plan, J. Tomberlin advised that the methodology depends on the characteristics of the organization. In our collegial environment the notion of a dean deciding the direction of a faculty without a broad consultation process that results in a consensus would be unrealistic and inconsistent with the AACSB



accreditation standards that mandate that the strategic planning process be a conversation between the administration and the members of the faculty, students and staff.

It was stated that many members of the Department of Marketing are concerned that the strategic plan may become a wish list. They would prefer to have the JMSB administration making strategic choices and communicating them to faculty, students and staff. Setting priorities and communicating clear objectives would lead to a sense of empowerment and the facilitation of decisions at the department level.

J. Tomberlin replied that what has defined and continues to define the JMSB as a business school is our diversity. The JMSB is not Western or Ivy. Years ago it was decided that the MBA program would not follow the trend to focus solely on the case method. Our faculty members have had the opportunity to choose their pedagogical methods and our students have experienced a variety of teaching methodologies. There would be an up-roar if a JMSB Dean declared that that everyone had to use the case method. It would not happen. That is who we are! He stated that we must realize that we are the largest English speaking business school in the country with 85% of our enrolment at the undergraduate level. This means that our professoriate needs a portfolio of faculty members, we can't just hire those who would publish six papers a year in the Financial Times list and prefer to teach only small graduate classes – we would die. On the other hand, if research was declared unimportant and focus was placed on applied research, relationships with the business community, and the undergraduate program was the top priority, we wouldn't be able to hire anybody – we would die. He stated that he believed, given the history, diversity and size of the JMSB, that it was unrealistic to expect to define three or four major goals for the next five-year period. He stated that he believed that we are a large enough institution to have a diversity of goals, to address them and improve them all, and set benchmarks to allow us to measure progress in terms of our teaching, research productivity in a specific set of publications, and ability to help our students get jobs. While he agreed that choices must be made he stated that he believed it would best be done by coordinating the results of the work of the Task Forces.

It was remarked that our size and diversity affords the opportunity to market the JMSB as a provider of a balanced education. Our size and diversity of talent are a competitive advantage that can strongly support a research agenda and various pedagogical methodologies. It was noted that the priorities for the strategic plan would be influenced by the criteria of the rankings.

#### IX Report: Graduate Programs, Research and Program Evaluation

B. Ibrahim introduced Ms. Brenda Fewster, recently appointed JMSB Research Facilitator.

*It was moved by B. Ibrahim and seconded by A.-M. Croteau that B. Fewster be granted speaking privileges.*  
*The motion was carried unanimously.*

B. Fewster outlined her academic and working history with Concordia and stated that she and B. Ibrahim share a strong and enthusiastic vision for heightening the research profile of the JMSB. She advised that her role was to provide expertise and support services to researchers seeking external funding. She can also take proactive measures to assist in networking for specific research interests. Ms. Fewster has already met with sixteen JMBS faculty members and looks forward to meeting the department chairs and the rest of the faculty members.

B. Ibrahim advised that he looked forward to the input from the Research Task Force to his research mandate which includes facilities for research, a Centre for Research, M.Sc. thesis supervision and travel funds for research. With regard to the Graduate Programs, he advised that curriculum reviews will begin to ensure our competitive advantage.

#### X Report: Administrative Affairs and Human Resources

- XI Standing Report on the status of the new JMSB building
- XII Staff Report  
M. Genova thanked the Steering Committee for agreeing to include a staff report on the agenda. Although there was no report for this meeting, she referred Council members to the graduate and undergraduate reports on the Open House 2005, prepared by Edith Katz and Sharon Labadie respectively, posted on First Class.
- XIII CGSA Report  
A. Goussous reported the great success of the Chinese New Years party held February 11 that brought faculty, staff, and students together for an evening of fun and good food.
- XIV Report: External Affairs and Executive Programs - JMSB-2005-02A-03  
*It was moved by K. Laframboise and seconded by A. Goussous that Council receive the External Affairs and Executive Programs Report. The motion was carried unanimously.*
- XV Report: Undergraduate Programs, Academic and Student Affairs – JMSB-2005-02A-04  
G. Kanaan highlighted the admission statistics noting a sizable increase in registration compared to last year due to the marketing efforts of the JMSB. International student enrolment has declined due to the increase in the fees for international students of approximately 45%. He noted that many students who register in Arts & Science do so as a second choice to the JMSB and often transfer to the JMSB the following year after improving their qualifications. Approximately 600 students per year apply to transfer to the JMSB from within the University.

*It was moved by A.-M. Croteau and seconded by K. Argheyd that Council receive the Undergraduate Programs report.*

In response to a question about student profiles in terms of grades, choices, and language requirements G. Kanaan advised that admission standards have been maintained to attract good quality registrants and the JMSB was first choice for the majority of students. With regard to language requirements, he advised that the University requires a minimum TOEFL score of 550 for students from overseas. JMSB students with low scores, 550 – 573, are required to take additional ESL course. Since the demand for ESL courses out weighs the supply, students often continue taking courses without having improved their language skills. The University will consider a revised TOEFL test that will includes a written and oral component. The Chair noted that effective this year International students, who take a 120-credit program, must complete 30 credits of Arts & Science courses before registering for JMSB courses which gives them the opportunity to improve their language skills prior to taking business courses.

Deficient English oral and comprehension skills have a negative impact on all the students in a class and is an urgent and major concern for the JMSB and the rest of the University. A discussion ensued regarding how to help students improve their language skills. It was suggested that a number of introductory courses be reserved for students with language difficulties staffed by professors who can tailor the course to their language needs. It was suggested that students who have not passed the University Writing Test within the first year be blocked from further registration. It was suggested that students with language difficulties take the Introduction to Management course in their first year to help them acquire business terminology and an understanding of business in North America. With regard to the University Writing Test, it was noted that the Faculties with fewer international students have a higher pass rate. The pass rate for Arts and Science is 71%, for JMSB – 64% and for Engineering – 35%. Consequently a UWT Task has been struck to examine the criteria for the UWT.

*The motion was carried unanimously.*

- XVI Reports from School Representatives on University Committees
  - i) University Senate
  - ii) Arts and Science Faculty Council

- iii) Senate Academic Planning and Priorities
- iv) Senate Academic Programs Committee
- iv) Senate Research Committee - JMSB-2004-09A-09
- vi) University Library Committee
- vii) Undergraduate Scholarships and Awards Sub-committee
- viii) Board of Governors – JMSB-2004-09A-10
- ix) Council of the School of Graduate Studies

*It was moved by A.-M. Croteau and seconded by A. Goussous that the Senate Research Committee report submitted by L. Shanker and the Board of Governors report submitted by L. Kryzanowski be received.*

*The motion was carried unanimously.*

XVII CASA Report – see above.

XVIII New Business

XIX Other Business

J. Tomberlin advised that the deadline for nominations for Spring 2005 Convocation non-academic medals and awards is March 31, 2005. Nomination forms are available in the Office of the Dean, GM403-11, and LB185 on the SGW Campus for the Concordia Medal, Malone Medal, O'Brien Medal, the Lieutenant Governor's Award, the Stanley G. French Medal, and the First Graduating Class Award.

He reported that the appointment of a new President effective June 1<sup>st</sup> was not expected and lastly, he advised that the deadline for nominations for the Distinguished Teaching Award was February 18

XX Adjournment

*It was moved by I. Rakita and seconded by M. Perugini that the meeting be adjourned.*

*The motion was carried unanimously.*

The meeting was adjourned at 11:30 a.m.

XX I Next meeting

The next regular meeting of Council will take place on Friday, March 18, 2005 in room GM302.